

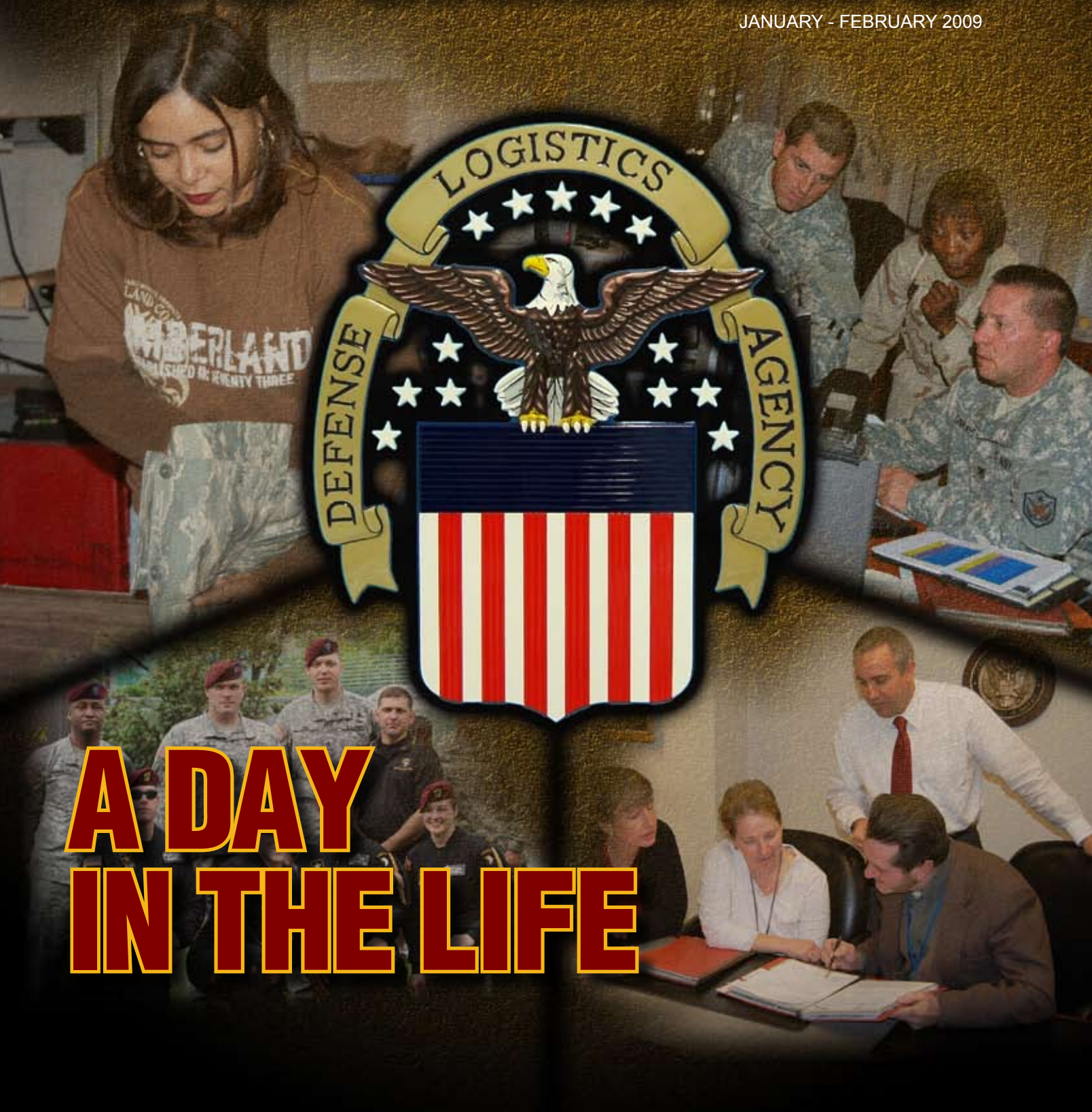
DEFENSE LOGISTICS AGENCY

LOGGLINES

JANUARY - FEBRUARY 2009



**A DAY
IN THE LIFE**





from the **DIRECTOR**

Vice Adm. Alan S. Thompson, Supply Corps, U.S. Navy
Director, Defense Logistics Agency

I want to thank all of you for your warm welcome as I became the Director, Defense Logistics Agency in November. DLA is a national asset — a great institution that is a vital enabler to the readiness of our Armed Forces manned by the world's finest military and civilian personnel.

I believe strongly in what DLA does for our Armed Forces and Nation. When we talk about the forward defense of freedom, DLA is laser-focused on our mission of providing all that is needed to deploy and sustain the finest combat forces in the world. DLA is a high-performing, customer-focused global enterprise well postured to provide even greater support to our Military Services

and our Nation's warfighters. The sun truly never sets on DLA — you see the DLA logo on nearly every military base around the world. We are forward-deployed everywhere our Soldiers, Sailors, Airmen and Marines serve providing exceptional logistics support. We will build on this solid foundation and take DLA to the next level.

We will strive to make DLA even more effective and efficient in delivering a wide-array of logistics support to our customers. As we move forward, we will be guided by four principles:

- That we exist to support our nation's warfighters — it's about focusing everything we do on providing all that is needed so our operating forces can accomplish their mission;
- That we must always seek the best solution for the Armed Forces and the Department of Defense and never worry about protecting our own turf;
- That we should argue passionately

for what is good and effective, but never allow this to close our minds to needed change; and

● That the well-being and effective replenishment of our ever more diverse workforce; military and civilian, is the foundation on which all of our efforts must be based.

We will live by these principles. We will set challenging goals and achieve them through focused effort and teamwork. We will pride ourselves on our professionalism, integrity and delivering on our commitments.

To the members of the DLA team, around the globe, I am truly impressed with the exceptional work you are doing every day. I believe the future for our Agency is bright and I thank you for the many sacrifices you have made in service to our great Nation. DLA has never been more highly respected and this is a direct result of your exceptional work. Well done to all of you! ★

LOGLINES

Official Flagship Publication of the Defense Logistics Agency

DLA Director

Navy Vice Adm. Alan S. Thompson

DLA Vice Director

Air Force Maj. Gen. Arthur B. Morrill III

Director, Public Affairs

Douglas Ide

Deputy Director, Public Affairs

Jack Hooper

Loglines Staff

Managing Editor

Kathleen T. Rhem

Editor

Heather Athey

Writer

Beth Reece

Writer

Jonathan Stack

Layout/Design

Paul Henry Crank

Loglines is the authorized publication for the Defense Logistics Agency's work force of federal civilians, active-duty military and Joint Reserve Forces augmentees at Agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency.

Loglines is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of Agency sources.

Submissions and correspondence may be sent to the following address:



Headquarters, Defense Logistics Agency

Office of Public Affairs

**8725 John J. Kingman Road
Suite 2545**

**Fort Belvoir, VA 22060-6221
703-767-6200**

E-mail loglines@dla.mil

Contents

January - February 2009

A Day in the Life

From Front Lines to Supply Lines

Agency's joint environment gives active-duty military a top-down view of logistics operations.

2

Taking the Mission Abroad

Reservists are key to sustaining the Agency's forward-deployed operations.

6

Pick, Pack and Ship

Distribution center employees work around the clock, around the world to supply warfighters.

10

Legal Eagles

Providing accurate, timely advice to Agency clients, attorneys keep supply lines humming.

16

Gas and Go

Energy support center meets demands of diverse customer base, plans for military's future needs.

18

At the Helm

Once a supply center commander, Vice Adm. Alan Thompson returns as Agency's 16th director.

26

Perfect Practice

Excess property reutilization helps warfighters train for combat on urban terrain.

33

Winter Warmth

Philadelphia employees make snow, ice and wind more bearable on the battlefield.

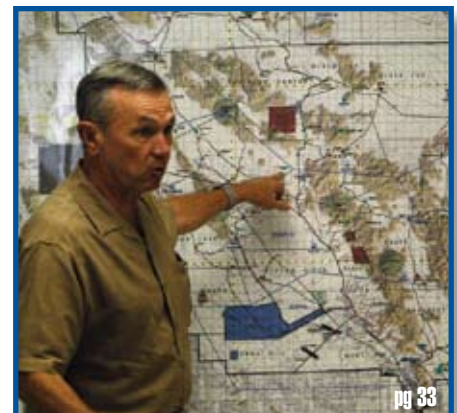
36



pg 2



pg 10



pg 33



pg 36

DEPARTMENTS

DLA NewsWire 28

Ten Questions with ... 30



Front Cover

— Photo illustration by Paul Henry Crank

A Day in the Life

DLA's Active-Duty Military

From Front Lines to Supply Lines





Story by Jonathan Stack
Photos Courtesy Defense Distribution Center

Since he joined the Army 17 years ago, Sgt. 1st Class Remon Allen has always had a Defense Logistics Agency handbook on his desk; he just never knew how broad and unique the Agency's mission was until he was stationed here in late September 2006.

At DLA, Allen focuses on supporting warfighters instead of being a warfighter.

The acquisition logistics specialist has traveled across the globe — to Italy, Germany, Korea and throughout the United States — and said he believes being an enlisted Soldier at DLA has been the highlight of his military career.

"Now I get to see how my job impacts what happens on the ground," he said. "I get to see where [supplies] come from and how they get there. I get to see the big picture here at DLA."

The Defense Department agency spreads across 48 states and 28 countries, with roughly 475 active-duty military personnel, a small number compared to the more than 21,700 civilians who work for DLA.

The Defense Logistics Agency allows troops to work in a joint-force environment with Army, Marine Corps, Air Force and Navy members working together. The Agency's joint environment is a place for military members to be exposed to the benefits and difficulties associated with joint operations.

“As a private, I never imagined seeing something like this, working in an agency like this or working around civilians,” Allen said. “I appreciate everything that I’ve learned and done the two years I’ve been at DLA.”

Service members at DLA hold many jobs that contribute to the Agency’s success in supplying the military and several civilian agencies with assets needed to accomplish worldwide missions.

Allen, as battle captain in DLA’s Joint Logistics Operations Center, helps decipher information coming

into DLA through situational reports and processes it to make it usable information for the director and other leaders.

“Information operations is one of the most important and vital features of any organization, because without a good steady flow of information, you would not know how to operate,” he said. “Without being able to decipher information, you wouldn’t have an operating picture to know where the need is within DLA.”

Allen said his job is impacted by current events such as hurricanes along the coasts and wildfires in California. During the height of hurricane season, Allen and the other JLOC members collected information about supplies needed, which allowed DLA to help the Federal Emergency Management Agency in its relief efforts.

“We helped ship out supplies that were needed during the wildfires in California,” he said. “We were bringing in information about what was needed out there to support [teams fighting] the wildfires, and that impacted how fast the supplies were sent.”

DLA also allows troops to work in a joint-force environment with

Army, Marines, Air Force and Navy members working together.

“DLA’s joint environment gives military members the opportunity to collaboratively solve common problems that may span across the branches of service,” said Navy Lt. j.g. Curtis Ceaser, executive aide to Defense Supply Center Richmond, Va., Commander Air Force Brig. Gen. Andrew Busch. “Learned experiences from one branch are commonly used to solve new problems of another branch.”

The Agency’s joint environment is the perfect place for a military member to be exposed to the benefits and difficulties associated with joint operations, he said.

“It allows for a better understanding of how each individual service can better contribute to its counterpart and help realize their mission, focus and vision,” Ceaser said. “Joint is the base of all future operations; the greater exposure, the easier the implementation.”

As an executive aide, the 13-year Navy veteran works closely with members of the other services to coordinate, propose and implement a comprehensive schedule that maximizes the commander’s time and efforts.



Navy Petty Officers 2nd Class Eugene K. Mpacko and Frank J. Floyd Jr. check order documentation prior to shipping materials at the Defense Distribution Center’s mapping activity.

Riggers, assigned to Defense Distribution Center, are responsible for inspecting parachutes for rips and tangled lines, packing parachutes for safe operation, sewing and patching damaged fabrics and fabricating and repairing canvas covers.



DEFENSE LOGISTICS AGENCY

2.2% Active-Duty Military to Civilian Ratio
Across 48 States and 28 Countries

475
ACTIVE-DUTY MILITARY

21,700
CIVILIANS

Figures are approximate as of October 2008

"I assist and support the commander by giving him freedom from the consuming details of everyday life," he said. "He is able to focus on directing initiatives of Base Realignment and Closure implementation and moving DLA aviation customer support to a more forward presence posture."

A large part of Air Force Staff Sgt. Kimberly Parker's job is to educate supervisors on the particulars of each service so they have all the tools needed to supervise military members. She also acts as the go-between for the other services' personnel offices.

As an Air Force personnel specialist in DSCR's Military Personnel Office, she also handles military personnel actions, including evaluations, decorations and leave requests.

"Members would spend an enormous amount of time hunting down answers to questions if I were not able to field [the questions] by either supplying the answer or pointing them in the right direction," she said.

Parker said there are many differences between working at DLA and serving in a conventional military unit.

"When working at a conventional unit, you are surrounded more by military than civilians," she said.

Allen said the civilians he's encountered are professionals, but DLA is an environment unlike a regular Army unit because the level

of camaraderie is different.

In an Army unit, everyone is experiencing the same things: being away from home, living in a new place and having to adapt to a new environment. This allows for an almost automatic camaraderie between troops, Allen said.

"It's more of a network here, and you have to build the network," he added. "There's nothing to pull you into the group; you have to initiate it yourself."

He also said there are benefits to working at DLA.

"I've received an education that I wouldn't have normally got as an enlisted Soldier on the ground," Allen said. "I've gained an understanding of logistics at a higher level. I feel better-rounded as a Soldier for when I go back to the field." ★



A Defense Distribution Depot Susquehanna, Pa., rigger performs parachute maintenance to ensure the parachute is functioning at 100 percent.

Army Staff Sgt. Brian Deleon, left, Map Support Office-Hawaii, conducts training with Marine Capt. Kyle Corcoran, Joint Interagency Task Force West, on map product requisitions.



A Day in the Life

DLA's Reservists

Taking the Mission Abroad



Three Navy reservists, (left to right) Lt. j.g. David Cheetham, Chief Warrant Officer 3 Dorothy Moore, and Petty Officer 1st Class Rick Gavanis, are assigned to the DLA Support Team-Iraq at Camp Victory, Iraq.

Story by Beth Reece
Photos by Air Force Lt. Col. Richard Sater

Reservists assigned to the Defense Logistics Agency contribute to the Agency's daily success just like their active-duty counterparts.

From disaster response on the Gulf Coast to getting body armor and fuel to the Middle East, odds are good that DLA reservists are the ones providing logistics support.

"Our reservists are so integrated, such a big part of the organization, that the fact that they're reservists is transparent," said Celia Adolphi, deputy director for the Agency's Joint Reserve Force, J-9.

Since operations began in Afghanistan and Iraq, DLA reservists have made more than 700 deployments as members of DLA support teams, the Defense Reutilization and Marketing Service, and the Deployment and

— continued on pg. 8

“They bring these great civilian skills that in many cases complement what they’re required to do as a reservist. The fact that they have to balance two careers shows that they’re adaptable and flexible, and that’s exactly what we’re looking for in a deployer.”

— Celia Adolphi

— continued from pg. 7

Distribution Operations Center.

Reservists also support DLA operations in the United States.

“If the Defense Distribution Center needs additional manpower to move things from one depot to another, for example, our reserve forces would help make that happen,” Adolphi said.

The Agency has 735 reserve billets at sites throughout the United States, and 80 percent of them are filled. The Navy accounts for almost half of those slots; the Army and Air Force share the other half with about one dozen Marines.

Those are good numbers, Adolphi said, when considering the military’s operational tempo and the fact that the Agency has only 557 active-duty billets, 475 of which are filled.

Ready When Needed

Navy Chief Warrant Officer 3 Dorothy Moore has deployed twice as a DLA reservist since the Agency initiated its forward presence in Iraq in the fall of 2002. Her most recent deployment, which ended in November, was to Camp Victory as the assistant officer in charge of DRMS’ first expeditionary disposal remediation team.



Marine Corps Reserve Chief Warrant Officer 4 Mark Bowen, left, discusses supply issues with a Federal Emergency Management Agency representative while deployed to help with recovery efforts after Hurricane Ike devastated parts of Texas.

Moore’s team included 12 reservists who orchestrated the demilitarization of battle-damaged and old equipment at bases throughout Iraq. Their work helped ensure U.S. military equipment did not fall into the wrong hands as scrap materials were transferred to Iraqi security forces.

“It’s very tedious and austere work. The scraps we turn over will help rebuild Iraqi communities, but if the equipment hasn’t been demilitarized with proper documentation and oversight, we can’t let it go,” Moore said.

The Agency’s reservists typically deploy for six months at a time — an attractive point for reservists, Adolphi said. Most reserve units require members to deploy for a year.

Gail Brown and Yousef Smalls share information about the Defense Logistics Agency with potential job applicant, Army Master Sgt. Kevin Jenkins, at a job fair held at Camp Arifjan, Kuwait.



"Six months boots on the ground is a better deal for most people. And we're also flexible enough that we can let our people decide when it's best for them to deploy," she added.

DLA reservists are also often able to pick the location of their deployments.

Active-duty and civilian employees throughout DLA share the Agency's slots for deployment, but Adolphi said reservists have a natural tendency to excel when mobilized.

"They bring these great civilian skills that in many cases complement what they're required to do as a reservist. The fact that they have to balance two careers shows that they're adaptable and flexible, and that's exactly what we're looking for in a deployer," she said.

Having had no experience working with DRMS prior to mobilization, Moore's team epitomized that flexibility, Adolphi said.

"They were needed, so we gave them three months of DRMS training, and they were very successful in Iraq. I'm extremely pleased with how well this group did," she said.

Help at Home

When Hurricane Ike hit the Gulf Coast of Texas this fall, four reservists assigned to the Defense Distribution Center helped deliver emergency supplies to hurricane survivors through DDC's Deployable Distribution Center. Their contributions brought relief to victims while demonstrating the deployable center's operational success.

"Our reserves have been ab-

solutely crucial to our ability to operate effectively, mainly because they are able to quickly plug themselves into key positions where the depth of experience is isolated to a very few," said Scot Seitz, deputy director of the deployable center.

"Without the reserve component added to our organization, we would simply burn ourselves out in a very short period of time," he added.

Each DLA field activity has its own joint reserve team leader who links reservists to missions where additional manpower is needed.

Army Col. Tim Garth oversees more than 30 reservists assigned to the Defense Supply Center Columbus, Ohio. It's his job to ensure they are trained and have administrative actions in order so they're ready to mobilize when DLA needs them.

Reservists are most requested as members of DLA support teams in the Middle East, said Garth, who deployed to Kuwait with DLA in 2004. DSCC also occasionally receives requests for reservists to participate in joint training exercises in Korea, Hawaii and Japan.

"If we have a little notice we can usually find someone to help," Garth said.

Those who join DLA's reserve team often do so to work in a joint environment. At the same time,



Navy Cmdr. Jackie McClelland, commander of the Defense Logistics Agency Support Team-Afghanistan, assists in preparing and serving the Thanksgiving meal to the Joint Logistics Command.

Garth said, they discover what it takes to ensure warfighters get the right equipment at the right time and place.

"DLA works at a higher level, so if you've deployed before with an Army unit, you probably saw the results of what DLA does," Garth said. "But if you go with DLA, you get to see it from the top looking down."

Many reservists who work for DLA as full-time civilian employees also volunteer for active-duty deployment to better understand the needs of uniformed customers.

"For the most part, nobody knows they're reservists. They're just doing the mission and doing it well," Garth added. "They are appreciated by everyone there and everyone back here." ★

Defense Distribution Center

PICK, PACK AND SHIP

Story by Heather Athey

Ask employees from one of the Defense Distribution Center's 25 worldwide distribution centers to describe their average workday and you're likely to get a variation of one answer — hectic.

That's because, as the leading providers of distribution support to America's military and a field activity of the Defense Logistics Agency, DDC employees receive, store and issue an inventory of over 3.6 million different supplies, valued at

more than \$96 billion each year — all driven by customer orders.

Helping DDC's more than 360,000 customers stay mission-ready requires the center's 8,000-plus employees to be ready to answer questions, track orders, pick items and pack pallets, and even build shipping containers for hard-to-fit items. This is all part of the range of distribution and information services DDC supplies to enable a seamless, tailored network for the Defense Department in times of

peace and war.

At the same time, DDC's staff is continually scrutinizing its supply chain, reviewing feedback and looking for ways to make its support better, faster, more reliable and cheaper for customers.

In the customer service office at the Defense Distribution Depot Oklahoma City, Sherita Lemons, a veteran employee with 20 years of service, takes what she calls a "wild ride" every day once the phones start ringing with customer requests.



Whatever the task, big or small, she said, satisfying customers is why her job exists and she won't give up until the job is done.

"If there's a grounded plane and we need to get the parts to fix it there yesterday, I'll be in the warehouse doing my best to locate the items, get them shipped and get that plane back in the air," Lemons said.

Her involvement doesn't end with shipping items out to a customer – Lemons also follows up to

— continued on pg. 12

A Defense Distribution Center employee picks items to fill customer orders in a "walk and pick" area of one of the center's warehouses.



DDC Photo

Sherita Lemons checks items against a customer order in the Defense Distribution Depot Oklahoma City's warehouse.

ensure the correct items are received at the right locations and that customers are satisfied with both the process and its end result.

"I represent DLA's forward presence to the customer, so it's very important I give customers a positive experience with the Agency," she said. "And I really enjoy knowing I helped a warfighter fulfill their mission."

Fulfilling that mission starts when material to fill customer orders passes through the distribution center. In the Oklahoma City depot's central receiving area, Laurie Gillis and her team accept, verify and process all incoming freight — usually about 1,200 pieces a day. Once received, the material is sent to

a local storage facility on Tinker Air Force Base, Okla., where Defense Distribution Depot Oklahoma City is a tenant, or it is shipped out to a local or off-base customer.

Our job in central receiving is critical when it comes to supporting our warfighters, Gillis said. The material can't be used to fill customer orders unless it's processed correctly. "We take pride in getting the right item to the right place at the right time," she said.

When it's time to fill customer orders, warehouse staffers use forklifts, elevator lifts and old-fashioned hand picking to select the required items. Once items are picked, employees will pack them into wrappings appropriate for ensuring safe transport and then

"We take pride in getting the right item to the right place at the right time."

— Laurie Gillis



DDC Photo

Laurie Gillis and her team in the Defense Distribution Depot Oklahoma City's central receiving area usually process about 1,200 pieces of incoming freight per day.

A Defense Distribution Center employee wraps items in protective covering prior to packing a box and shipping it to a customer.

ready the packages for shipment on pallets, which are sent to warfighters via air, rail or truck.

Performance-oriented packaging, known as POP, ensures packages carrying hazardous materials like chemicals, batteries and flammable gases are safeguarded against the usual bumps and thumps of transport. Bulky, odd-sized and extremely fragile materials are entrusted to DDC's staff of carpenters, who hand-build shipping crates for the items.

Items like tracked and wheeled vehicles weighing up to 70 tons are moved by crane operators like Ryan West, who execute a precision ballet coordinating the loading and unloading of these massive machines. West also doubles as a rigger, configuring the crane's lifting slings to securely and safely lift whatever material comes to his Ramp 6 at the Defense Distribution Depot Albany, Ga., each day. It's a joint effort among the four team members there, none of whom are satisfied with just doing an "okay" job, West said.

"We go beyond current means to support the warfighter [by brainstorming new solutions to emerging problems], so we can send vehicles and accessories the safest and fastest way possible every day," he said.

Once ready for shipment, DDC's transportation team gets the pallets under way, either via dedicated truck delivery — available to high-volume customers on a prearranged, recurring schedule — or to military distribution points like aerial ports, where pallets are loaded on planes



for longer-distance transport.

The DDC's extensive use of both passive and active radio frequency identification technology throughout its distribution network gives Lemons and her fellow customer service representatives an accurate picture of supplies in the pipeline. While she can better answer customer inquiries, her customers can also monitor their own orders since pallets and individual boxes are tagged with the tracking devices.

Using the center's Distribution Standard System, analysts monitor supplies in transit as well as the processes by which DDC fills customer orders, looking for potential lags and areas for improvement. At distribution centers where some work has been contracted to the private sector through the Office of Management and Budget's A-76 competition process, analysts like DDAG's Nancy Walters also monitor contractor performance and fill rates and make recommendations to improve service.

"No two days are alike," Walters said, "and I know the support I pro-

An active radio frequency identification tag is attached to an air pallet before it leaves one of the Defense Distribution Center's 25 distribution depots.



DDC Photo

vide directly affects DDAG's ability to meet and exceed warfighter needs and expectations."

When there's a problem with one of the center's distribution processes, Walters works to resolve it and answer any user questions. She also conducts case studies of suggested DSS change requests, to validate the potential impact on depot performance, she said.

The insistence on long-term planning has positioned DDC to be not just a service provider, but an expeditionary partner to America's military services, said Marine Brig. Gen. Peter Talleri, DDC commander. Bringing the center's capabilities closer to customers has put DDC employees on the front lines alongside customers on Defense Logistics

Items weighing up to 70 tons are moved by crane operators like Ryan West of the Defense Distribution Depot Albany, Ga.

Agency support teams, where they use their stateside contacts to keep supplies rolling downrange, and has driven the center to establish a deployable distribution capability able to deploy within 72 hours in support of contingency operations or humanitarian assistance anywhere in the world.

"Our people are our biggest asset. They are the heart of our operation and the reason we can carry out our commitment to ensuring warfighter readiness and success," Talleri said. "Developing the skills of our work force, almost half of them military veterans, has been key to getting everyone thinking in



DDC Photo



terms of what the services are going to need down the road, as opposed to thinking only about our current capabilities.”

In the past two years, planning distribution solutions brought DDC into collaboration with customers to create kits of items designed for specific purposes. Partnership with the military services yielded customized material kits for missions including medical care, weapons modification, and vehicle maintenance and repair. The up-armored Humvee kit, a DDC-constructed kit, helped troops fortify the vehicles against improvised explosive devices while the Defense Department sought to procure its high-priority Mine Resistant Ambush Protected vehicles.

In some cases, DDC is the sole provider for a service or product with worldwide demand. At the

Defense Distribution Depot San Joaquin, Calif., Christina Galicinao is part of the only team in the world that assembles three different types of food rations for the military. A two-year DDC employee, Galicinao knows the value of her contribution. The best part of the job, she said, is knowing quality workmanship and timely support keep warfighters fed on their deployments.

The up-armored Humvee kit, a Defense Distribution Center-constructed kit, helped troops fortify vehicles against improvised explosive devices while the Defense Department procured its high-priority Mine Resistant Ambush Protected vehicles.

After analyzing patterns of supply for forces deploying for operations Enduring Freedom and Iraqi Freedom, and at the request of U.S. Central Command, DDC established a single distribution point for all material flowing into the Southwest Asia theater. Known as

Defense Distribution Depot Kuwait, Southwest Asia, the center helped improve resupply and slash transportation costs by serving as a stock prepositioning point.

Boxes and pallets loaded on a truck at the Defense Distribution Depot Cherry Point, N.C., are ready to be shipped to warfighters.

This year, DDC extended its reach to consumers in Japan by opening up a new detachment of its Defense Distribution Depot Yokosuka, in Okinawa. Now up and running, the detachment is providing storage and distribution support and significantly reducing wait time and transportation costs for Pacific-theater customers.

Regardless of the type of job they hold – at DDC’s New Cumberland, Pa., headquarters, at one of its distribution centers, or deployed to Afghanistan, Iraq or Kuwait – employees agree that supporting the men and women in America’s armed forces is what drives their determination to succeed and change as customers’ needs evolve.

“The best part of my job is knowing I can make a difference for our country and for all the brave troops that fight for our freedom,” Gillis said. “I know I play a very small part in a very big picture, but my dedication and determination is real.” ★

A Day in the Life



Inset Photo Courtesy Bruce McCarty

DLA's Attorneys

Legal Eagles

Story by Heather Athey

Bruce McCarty understands urgency. He knows what it means when a warfighter says he needs a spare part right now.

Years ago McCarty was that warfighter. A Navy commander, he served as a supply corps officer on active duty from 1985 to 1989 and as a reservist from 1989 until April. He's been a Defense Logistics Agency customer, worked the warehouse floor at the Defense Distribution Center's depot in Tracy, Calif.,

and stood as a battle captain in what is currently known as the Agency's Joint Logistics Operations Center.

Now, as chief counsel to DLA's Document Automation and Production Service, he applies that sense of urgency to the advice he gives to his clients on a wide range of legal fronts. Serving 800 DAPS employees spread across 185 worldwide sites, McCarty is a one-man show. But walking a mile in a service member's shoes has given him perspective on the importance of providing timely,

correct advice to the men and women executing the service's contracting and acquisition missions.

"DAPS provides comprehensive document solutions to warfighters, and [my legal support] allows the organization to legally and ethically provide the Defense Department and warfighters with the 'best bang for their buck,'" he said. "Warfighters get first-rate document services when they need them and at a good price. And by saving DOD money, [my actions] let warfighters use

Then and Now: Bruce McCarty reviews contract documents at his desk at the Document Automation and Production Service's Pennsylvania headquarters.

(Inset) McCarty as a Navy commander and assistant supply officer on the *USS Gridley* in 1987.

those savings on other, perhaps more immediate, needs.”

Providing accurate and timely advice to clients so they can keep the Agency's cogs turning consumes the daily activities of most of the 120 attorneys in DLA's Office of the General Counsel. Stationed at nearly every Agency location, they counsel employees on just about everything from contract law to labor and employee relations, from ethics to interpretations of federal directives like Base Realignment and Closure and competitive sourcing. They also litigate cases on behalf of the government against private contractors and represent the government's interests in cases against federal employees.

Kathleen Murphy, chief counsel for DLA's Defense Energy Support Center, and the attorneys in her office provide legal advice and counsel concerning the center's acquisitions from the first step to the last for the Agency's largest business unit in terms of sales. Murphy, who first joined the Agency in 1987, also oversees DESC's fraud, ethics, litigation, legislation and Alternative Dispute Resolution programs.

“I provide guidance to my clients so they can make smart business decisions,” she said. “We help them navigate the rules and requirements of the acquisition process so DESC has stronger contracting arrangements in place to minimize risks from the beginning.”

Attorneys like Murphy also work to change federal contracting regulations when they become an impediment to supplying warfighter needs, such as when longer-term contracts are needed to ensure consistent sup-

ply of specific commodities like fuel or food.

Warfighter demands will keep evolving, and DLA must have the right business solutions in place to ensure continued support, Murphy said.

Aligned under Fred Pribble, the Agency's general counsel, the entire legal staff actually reports to a separate entity, the Defense Legal Services Agency, which is headed by the DOD general counsel. That way, attorneys can serve operationally as advisors to the Agency's commanders and directors while maintaining the level of independence necessary to ensure clients receive objective legal advice, Murphy said.

When DLA's attorneys work labor and employment law issues, they have a more indirect link with warfighters. These

types of questions impact the employees available to staff the Agency and concern federal entities like the Federal Labor Relations Authority, the Merit Systems Protection Board and the Equal Employment Opportunity Commission. In such instances, the Agency's lawyers represent the interest of the

government by reviewing proposed disciplinary actions and grievances, representing management in arbitration, and litigating alongside the Justice Department and U.S. Attorneys in court.

Similar to their colleagues in private industry, and many of their coworkers at DLA, being one of the Agency's attorneys isn't necessarily a 9-to-5 job.

“My days start early and go late. Working weekends is not uncommon, nor is getting phone calls at home,” McCarty said. “Each day brings unique challenges, often unscheduled ones.”

The variety of issues and the Agency's vast geographic reach are part of DLA's draw for some of the lawyers.

“One of the best parts of DLA is the ability to be in different locations, doing something different,” said Gwendolyn Hoover, associate counsel at DDC. She first started with the Agency in 1992, practicing government contract law at the Defense Personnel Support Center, now the Defense Supply Center Philadelphia. She later moved on to the Defense Construction Sup-

ply Center — now the Defense Supply Center Columbus, Ohio — where she practiced government contract law, and then labor and employment law. Hoover transferred to the Defense Distribution Center in 2002, where she specialized in labor and employment law before being promoted to associate counsel for one of the center's contract law teams.

Despite the different specialties, the desire to help others — both DLA

employees and customers — is a common tie binding these attorneys together.

“We, as lawyers, look at things from a broader view,” Hoover said. “A lot of people see legal as a roadblock to getting what they want, but our insistence on the highest ethical and professional standards translates into mission success for the Agency and its customers.” ★

“We, as lawyers, look at things from a broader view. A lot of people see legal as a roadblock to getting what they want, but our insistence on the highest ethical and professional standards translates into mission success for the Agency and its customers.”

— Gwendolyn Hoover



DEFENSE ENERGY SUPPORT CENTER

Gas and Go

Sustaining Worldwide Fuel Thirst



The Defense Energy Support Center provides energy solutions to America's military services, including the fuel being transferred here during a replenishment at sea.

Photo by Navy Petty Officer 3rd Class David Wyscaver

Story by Kelly Widener

For the hundreds of employees working at the Defense Energy Support Center, fuel is not just a necessity for driving their personal vehicles — it's the focal point of their profession.

Working a mission that continually adapts to the needs of its customers, DESC's more than 980 employ-

ees labor nonstop at 34 locations around the globe to ensure warfighters have the motor gasoline, diesel fuel and jet fuel they need to successfully carry out their operations — all while managing the infrastructure that makes fueling the force possible.

But the work doesn't stop there. The center is also the Defense Department's hub for alternative energy solutions and tasked with supporting fuel requirements for other

government agencies, like NASA.

Composed of 15 commodity business units and four regional offices, DESC's organizational structure gives each unit a specialized focus area, maximizing worldwide reach by allowing employees to establish and maintain partnerships that help overcome logistical and communication challenges.

"Our team is required to adapt and integrate new technologies,

Kelly Widener is the public affairs officer with the Defense Energy Support Center.



Navy Petty Officer 2nd Class Dustin Kelling

“Throughout history, fuel has been essential to military operations in times of both peace and war.”

— Air Force Col. Jon Larvick

Sailors prepare a fuel probe that will resupply the *USS Halsey* with Defense Energy Support Center-provided fuel.

processes and customer requirements while ensuring the safety of personnel, products and the environment,” said Kim Huntley, DESC director. “It is a demanding and challenging field; however, we have the right committed team to accom-

plish the mission successfully while still moving forward into new fields and energy areas.”

Bulk Petroleum / Direct Delivery

Throughout history, fuel has been essential to military operations in times of both peace and war, said Air Force Col. Jon Larvick, director of the bulk petroleum business unit.

“We face the continual challenge of meeting changing requirements in a rapidly evolving world,” he said. “Many times, these changing requirements are generated directly by warfighters in Iraq and Afghanistan due to operational surges or shifts. Other times, they are market changes where we compete with other buyers in the commercial marketplace.”

As manager of the bulk petroleum supply chain for U.S. military forces worldwide, DESC routinely faces hazardous delivery conditions, remote delivery locations and limited fuel storage capabilities while overseeing the responsibilities of acquisition and material management of motor gasoline, fuel oils, diesel fuel, aviation gasoline, kerosene, jet fuels and alternative fuels.

As a business partner, the direct delivery unit also advises warfighters on logistical fuel capabilities they can integrate into mission plans, said Tyler Parker, acting deputy director for the Direct Delivery fuels unit. The insight gleaned through this process gives DESC a better understanding of warfighters’ needs and the type of support necessary to accomplish the mission. As an added benefit, the data DESC gets is used for continuous process improvement, including removing inputs that don’t add value for customers.

A Sailor watches as a local engineer tests the valve function on the distribution system at the Ramadi fuel depot in Al Anbar province, Iraq. Fuel flowing through the depot is procured by the Defense Energy Support Center.



Installation, Enterprise and Alternative Energy

Increasing global energy demands on a declining natural supply is sharpening the world's focus toward using alternative fuels and renewable energy to meet current and emerging needs, especially within DOD.

"While our primary mission and focus is always on warfighters, the scope and scale of our efforts have the potential to reach well beyond the military as we support the department in its goals to be a leader in renewable energy," said Kevin Ahern, director of DESC's installation energy unit.

Procurement and management

of natural gas, coal, electricity and renewable energy sources for DOD and several federal civilian agencies, including the Department of Energy, Environmental Protection Agency, Department of Veterans Affairs and NASA, are also part of the DESC mission.

Inside the Defense Department, the center gives the military services a centralized acquisition agency able to leverage economies of scale by combining customer requirements to get the best value, Ahern said.

"We also leverage our expertise

in the marketplace by incorporating the latest industry best practices into our procurements to give customers a choice as to how they procure their energy needs," he said. "In terms of natural gas, this approach has historically saved customers about 15 percent as compared to pricing offered by local utility companies."

The Department saves an average of \$30 million annually using

Aircraft flying in support of Operation Enduring Freedom receive fuel bought by the Defense Energy Support Center from an Air Force tanker over Afghanistan.



An aerial photograph showing the aircraft carrier USS Kitty Hawk (CV-63) on the left, with its flight deck crowded with numerous fighter jets. To its right is the Defense Energy Support Center (DESC), a large support ship. Both vessels are moving through dark blue water, leaving white wakes. The carrier's hull number '63' is visible at its stern. The support ship has a distinctive white 'X' marking on its stern deck.

A plane gets a bird's-eye view of the aircraft carrier *USS Kitty Hawk* preparing to refuel at sea. The fuel is procured by the Defense Energy Support Center.

Photo by Navy Seaman Anthony R. Martinez

DESC's natural gas program, Ahern said.

Expanding alternative energy initiatives are on the horizon for the center in the next fiscal year. Testing of biomass units, which turn waste into fuel, and the use of ultra-low sulfur diesel and heating oil are examples of developing programs focusing on the needs of DESC customers while increasing beneficial environmental practices.

Aerospace Energy

Meeting customers' needs also means expanding energy capabilities using exotic commodities required by customers like NASA, the commercial space-launch industry and specialized DOD organizations.

The aerospace energy business unit supplies rocket and missile propellants essential to launching satellites into space, keeping them there and allowing them to maneuver, said Ken Grams, deputy director of the unit. Without these satellites, there would be no Global Positioning Systems, satellite reconnaissance photos or satellite phones.

"We also supply space-related commodities such as cryogenic fluids and pure gases in bulk quantities," Grams said. "In [operations Enduring Freedom and Iraqi Freedom], we ensure there is helium supply for use in aerostats [tethered balloons similar to the Goodyear blimp], which keep highly sophisticated surveillance equipment suspended above areas of concern to monitor movement."

With such exotic commodities come unique challenges for support. Some of the products are so dis-



Air Force Airman 1st Class Jamal Sultier

An Airman prepares to refuel an Air Force F-22 Raptor. Jet fuel is just one of the bulk fuel products supplied to the military services by the Defense Energy Support Center.

tinctive that only one supplier can provide them.

Supporting the world of space launch and sophisticated weapons like missiles and lasers presents its own set of challenges in which DESC-provided commodities are transported and handled in extreme conditions. Low temperatures and high pressures coupled with hazardous materials that can present a danger to personnel and the environment are all conditions that must be taken into account when designing energy solutions, Grams said.

"Yet we have never failed a mission, and we have always delivered the supplies to our customers safely, on time and on specification," he said.

Fuel Card Program

Supporting the demands of a worldwide customer base requires DESC's energy solutions to be adaptable to the local environments and infrastructure. The center's card

Defense Energy Support Center

Mission:

To provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and efficient manner possible.

Vision:

To be our customers' first choice for energy solutions.

Headquarters:

Fort Belvoir, Va.

Regional Office locations:

DESC-Americas

— Houston; San Pedro, Calif.

DESC-Europe

— Germany, Belgium, Italy, Spain, Turkey, United Kingdom

DESC-Middle East

— Bahrain, Kuwait, Germany, Pakistan, Afghanistan, Florida

DESC-Pacific

— Hawaii, Japan, Korea, Alaska, Singapore (and Guam — early 2009)

Employees:

920 federal, 63 military

DESC Commodity Business Units:

Operations —

- Direct Delivery Fuels
- Bulk Petroleum
- Installation Energy
- Aerospace Energy
- Energy Enterprise
- Fuel Card Program
- Defense Fuel Support Point Management

Operations Support —

- Financial Operations
- Defense Logistics Agency Enterprise Support Energy Office
- Executive Agent
- Customer/Command Support
- Energy Convergence
- Quality/Technical Support
- Manpower and Work Force Development
- Business Integration



The Defense Energy Support Center buys jet fuel, diesel fuel and gasoline, like this Airman is using to refuel a generator in Iraq.

Photo by Air Force Airman 1st Class Jason Epley



program lets customers purchase fuel for aircraft, vessel and ground fleet requirements from commercial sources when buying from a DOD facility is not possible. DESC currently supports three systems — the Aviation Into-plane Reimbursement Card, known as the AIR Card, the Ships' bunkers Easy Acquisition Card, known as the SEA Card, and the Fleet Card.

The AIR and SEA cards permit customers to purchase fuel at specific contracted locations, on the open market or at non-contracted locations, said Ann Sielaty, program

manager for the SEA Card. The 20,000 active cards in the AIR Card program are accepted at more than 7,000 locations in 190 different countries. In fiscal 2008, program sales exceeded \$848 million, Sielaty said.

The SEA card program, an online ordering system with contracts covering 235 contracted ports worldwide, has totaled 2,154 transactions valued at \$543 million since it began in fiscal 2005, she said. The Fleet Card program, which supports ground vehicles, currently has 50,000 active cards, with customers conducting more than 700,000

Defense Energy Support Center products are used by warfighters around the world to keep helicopters like this Blackhawk and other aircraft flying.

transactions tallying sales of about \$60 million per year.

These programs are just a few examples of how DESC is moving forward and expanding to keep its energy solutions relevant in a changing world.

The center's business is all about meeting customers' needs, providing the most efficient processes to support them and exceeding their expectations, Sielaty said. ★

Supporting the demands of a worldwide customer base requires Defense Energy Support Center's energy solutions to be adaptable to the local environment and infrastructure.



AT THE HELM

Returning to DLA as the Director

Story and Photos by Beth Reece

Navy Vice Adm. Alan Thompson, a self-described satisfied customer, has returned to the Defense Logistics Agency — this time at its helm.

In assuming leadership of the Agency on Nov. 19, Thompson called DLA a “national asset.”

“When we talk about the forward defense of freedom, DLA is laser-focused on our mission of providing everything that is needed to those deployed and sustaining the finest combat forces in the world around the clock, around the world,” Thompson said during his assumption of responsibilities ceremony.

Deputy Undersecretary of Defense for Logistics and Materiel Readiness Jack Bell said the admiral was already very familiar with DLA.

“Al Thompson is no stranger to DLA. ... He’s also no stranger to managing world-class logistics,” Bell said. “He joins DLA with a distinguished career.”

The admiral was most recently commander of Naval Supply Systems Command, a position in which he worked closely with

DLA. He also previously commanded the Fleet and Industrial Supply Center in Norfolk, Va., and the Defense Supply Center Columbus, Ohio, which is part of DLA.

Expecting a near future of great change and increasing need to support customers, Thompson said DLA must maintain focus on its responsibility to warfighters.

“I believe our overall performance and strategic course are sound. But as evidenced by the state of world affairs and the general economy, and with a presidential transition under way, even more will be asked of us in the coming months and years,” Thompson told DLA employees in a written message two days after becoming director.

To build upon the Agency’s solid foundation and prepare it for future challenges, the admiral defined five strategic focus areas that he established with input from senior leaders from DLA’s headquarters and field activities. They are: Warfighter Support Enhancements, Mission Area Assessment, Work Force Development, Stewardship Improvements and Business Process Refinements.

Nine Initiatives for Early Emphasis

Thompson is scheduled to release new guidance on DLA initiatives in January, but issued nine initiatives for which he wanted early emphasis.

- Prepare for possible expanded operations in Afghanistan. As forces in Afghanistan increase, the Agency will need to boost its support “not only there on the ground, but also back in our field commands here in the United States to make sure that force is as well supported as the force currently deployed,” he said.

- Complete the disposition of Air Force-owned nuclear weapons-related material. The admiral said this includes helping the Air Force prepare to manage the material.

- Assess DLA’s Enterprise Business System-supported business performance and potential. An independent study is under way to determine ways to further enhance EBS. “Clearly DLA has set the standard for the Department of Defense, if not the federal government,” Thompson said. “But the reality is we now need to take it to the next level.”

- Expedite progress on the Common Food Management System. CFMS will combine the retail and wholesale functions into one system that supports the entire subsistence supply chain for each of the military services. A pilot demonstration and fielding to the services is slated for early 2009.

- Review and prioritize DLA’s largest projects and initiatives. As customers’ needs change, Thompson said, the Agency must determine essential initiatives to avoid task overload. “There’s always a balance that we have to make between what is important and what is urgent. You need to prioritize so that when all is said and done, what must get done gets done,” he said.

- Further enhance DLA’s partnership with U.S. Transportation Command. The Agency will strengthen support processes for contingency operations and increase liaisons with USTRANSCOM at all organizational levels.

- Prepare to conduct the next DLA employee survey early in 2009. The Agency-wide survey will measure employee perceptions regarding DLA’s organizational culture and its effect on employees’ ability to perform.

- Initiate a broader DLA-wide approach to risk management. Negative media coverage and concerns from Congress are easily avoided with foresight, Thompson said. “We need an ongoing effort to make sure that we’re looking for those vulnerabilities and we address them early on,” he said.

- Quickly assess and modify as needed DLA’s enterprise governance processes. This includes a review and possible revision of the Agency’s enterprise-level corporate governance structure, such as the frequency, content, possible overlap and action-item tracking process for corporate boards.

Navy Vice Adm. Alan Thompson (middle) accepts the Defense Logistics Agency flag in an assumption of responsibility ceremony on Nov. 19. The flag is being passed by Jack Bell, deputy undersecretary of defense for logistics and material readiness, as DLA’s senior enlisted advisor, Army Command Sgt. Maj. David Roman, watches.



The admiral said DLA’s reputation with stakeholders and customers is solid and that the Agency is manned by the world’s finest military and civilian personnel. With much of the current work force eligible or nearly eligible for retirement, however, Thompson said a great opportunity exists to further shape DLA’s future.

“Clearly we will have an increasing rate of attrition over

the next several years. Therein lies an opportunity, if we do it right, to ensure DLA in the future is every bit as strong as it is today,” Thompson said.

For an organization like DLA to continue to be as relevant as it is today, he added, “we need to constantly be looking for ways that we can add value for our customers and stakeholders.” ★

Columbus Aids South Pole Research

Special missions require special gear, so when Airmen of the Air Force's 109th Airlift Wing set their C-130 cargo plane down at the South Pole, they don't land using just the plane's tires. The plane is also equipped with skis to manage landings on snow- and ice-covered terrain.

Since 1988, the Scotia, N.Y.-based unit has provided airlift support to the National Science Foundation's South Pole research program by operating 10 LC-130H aircraft modified with wheel-ski gear. The unit, which supports Arctic-, Antarctic- and Greenland-based operations, made national news in 1999 when it was involved in the rescue of Dr. Jerri Nielsen, who had breast cancer symptoms while based at the isolated Amundsen-Scott research station in Antarctica.

The Defense Logistics Agency and its Defense Supply Center Columbus, Ohio, are charged with providing tires for the plane, known as the ski bird. The 109th is the only unit that can specify new tires; all other customers get new or retreaded tires on a random basis, said Bob Finney, a supply planner on DSCC's tire integrated supply team.

The plane's two 40-inch-diameter nose wheels are usually changed every 450 days, and since the aircraft is susceptible to nose-wheel shimmy, retreads are avoided, said Air Force Master Sgt. Michael Brienza, aerospace repair supervisor for the unit.

The ski birds – four-engine, turboprop Lockheeds weighing 90,000 pounds – are 98 feet long with a wingspan of 133 feet. The landing skis measure 6 by 11 feet.

As a result of the 2005 Base Realignment and Closure legislation, Defense Supply Center Columbus became DLA's designated supply chain manager for tire privatization. Prior to BRAC implementation, each of the military services purchased their own tires. In accordance with the mandate, DSCC awarded a contract for supply chain management of tires to Michelin North America, under which the company is responsible for all tires supplied to warfighters worldwide. This contract also includes the requirement to supply only new tires for the 109th Airlift Wing's aircraft.

*Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office*

San Antonio Sets Sail

When the first of the Navy's newest class of ships left for its first deployment recently, it chugged out of port thanks in part to the efforts of employees at the Defense Supply Center Columbus, Ohio, who supported the vessel while it was being built.

The USS San Antonio, the first of the LPD-17 San Antonio class of technologically advanced amphibious troop transport ships, sailed from Norfolk, Va., as part of the Iwo Jima Expeditionary Strike Group.

Navy Cmdr. Richard Buell, readiness officer in DSCC's Maritime Customer Operations, said the new ship is a marvel of engineering and a glimpse of the Navy's future. Engineers don't man the engine rooms on the San Antonio, and the ship has one linked information technology network to streamline monitoring of its major functions.

DSCC and its parent organization, the Defense Logistics Agency, supported the San Antonio and its sister ships during the construction and testing processes.



Air Force Photo

For the San Antonio itself, the center and DLA received 7,038 requisitions covering 2,610 national item identification numbers with a value of \$3.3 million. For all nine ships in the San Antonio class, DSCC and the Agency handled 547,563 requisitions covering 66,751 NIINs valued at just less than \$200 million.

The San Antonio's deployment introduces new technology and capabilities including the shipwide area network.

"SWAN is the first network to be the backbone of vital components of the ship," said Navy Petty Officer 3rd Class Wendall Bates. "Engineering, navigation and steering all run through SWAN, allowing Sailors to monitor all the systems in a much faster and reliable way."

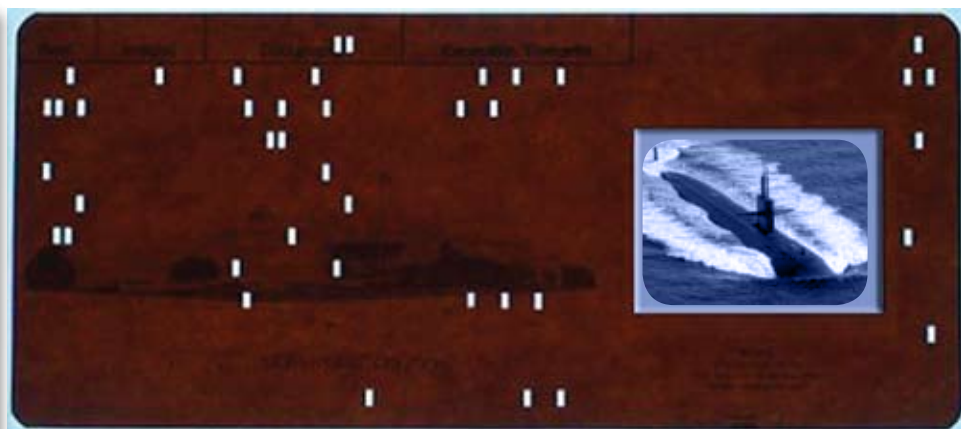
Other San Antonio design features increase efficiency while making day-to-day life more comfortable for Sailors. The San Antonio can serve as a small-scale hospital ship and boasts a state-of-the-art medical department equipped to provide the highest quality of care.

Ultimately though, the San Antonio was designed with one predominant focus: transporting Marines and supporting their missions.

Commissioned in January 2006, the San Antonio spent much of last year going through testing procedures. The remaining ships in the LPD-17 San Antonio class have been or are being built in New Orleans and Pascagoula, Miss.

Editor's note: Navy Petty Officer 3rd Class Brian Goodwin of the Iwo Jima Expeditionary Strike Group Public Affairs Office contributed to this article.

*Dan Bender
Defense Supply Center Columbus
Public Affairs Office*



Automation Service Supports Submarine Safety Program

The Philadelphia office of the Document Automation and Production Service recently completed the first phase of a massive scanning and document conversion project in support of the Submarine Safety Certification Program, known as SUBSAFE.

A Navy quality assurance program, SUBSAFE is designed to maintain the safety of the nation's nuclear submarine fleet. All systems exposed to sea pressure or critical to flooding recovery are subject to the detailed scrutiny of SUBSAFE procedures. All work done on a submarine and all materials used on its specific systems are tightly controlled to ensure materials used and methods of assembly, maintenance and testing are correct. The program is administered by Naval Surface Warfare Center, Carderock Division, in Philadelphia, a field activity of Naval Sea Systems Command.

Program administrators had kept vital engineering drawings of submarine systems on more than 140,000 aperture cards, punched cards with a cut-out window into which a chip of microfilm is mounted. DAPS converted the hard-copy cards to digital files that could be stored on disks to eliminate

the physical storage requirements for that volume of cards.

The next phase of the project is even larger. DAPS will scan and convert more than 1 million engineering drawings and other paper documents into digital files.

The Navy is required to keep all SUBSAFE information on hand for the life of the boat as long as it is sailing and not decommissioned, including proof that all materials are certified for SUBSAFE program use and all welds meet specifications. The DAPS document conversion project ensures this requirement is met.

The program has proven effective; since its inception in 1963, no SUBSAFE-certified submarine has been lost due to non-combat-related causes.

DAPS, a field activity of the Defense Logistics Agency, is the document solutions provider for the Department of Defense, supplying printing and high-speed, high-volume duplicating services. It is also the preferred provider for conversion, retrieval, output and distribution of digital documents.

*Keith Beebe
Document Automation and Production Service
Public Affairs Office*

TEN QUESTIONS WITH...

Kim Huntley

Energy Support Center director discusses his first months on the job and what it means to fuel America's fighting forces.

1. You have 35-plus years of experience in the military supply field. How has that prepared you to direct the Defense Energy Support Center?

Everything I know about logistics I learned when I was 18 years old on a Navy ship operating in a combat environment providing supplies to another ship in the middle of the ocean. From that point forward, I honed that first experience. After four years in the Navy, I went home on a Friday and came back to work Monday for DLA. I grew up through the ranks – taking positions at Agency locations in [California] and Germany, eventually serving as deputy commander of the Defense Supply Center Richmond, Va., and acting deputy commander of the Defense Supply Center Columbus, Ohio, before finally landing here at Fort Belvoir, Va., as DESC's director.

Through my 37 years of service, I learned to take my experiences as a DLA provider with a wholesale approach to providing support and transition them to merge wholesale and retail together. My experience taught

Defense Logistics Agency Photo



me how DLA operates, and I use it to provide leadership to DESC that isn't so technically oriented towards types of fuels or the chemical makeup of things, but is more of how we can provide overall strategic logistics and strategic operations to our customers.

2. During your tenure at DLA, you served in senior management positions at three different supply centers, at DLA Europe and at the

Agency's Fort Belvoir, Va., headquarters. What has this broad view of the Agency's operations contributed to your vision for DESC's worldwide operations?

Serving in those positions has allowed me to take the good things those organizations are doing and cross fertilize them to the next organization. DESC is going to have the value of what I've learned about what's working very well in the different DLA organizations.

3. DESC is the Agency's largest business unit in terms of sales. How has the cost of oil changed the way DESC and DLA supply America's warfighters with motor gasoline, diesel fuel and aviation fuel?

The volatility of oil prices means our customers have a difficult time budgeting for what it's going to cost them to operate. We use a standard price that allows them to budget based on projections of consumption. Last year, our prediction for consumption throughout the services and actual consumption were only differ-

Defense Energy Support Center Fuel Efficiency Motor Gasoline Jet Fuel

ent by 1 percent. What they planned to spend and actual dollars spent differed significantly because the cost of oil is driven by factors outside the normal economics of supply and demand.

We changed the standard price twice this year – a first at DESC. The price now is actually higher than necessary, but when set, it still wasn't high enough to close the gap between our cost to supply the product and the price customers paid. We watch the market closely and work with our suppliers to fashion contracts such that we don't drive them out of business and they don't run into windfall profits by using adjustment and escalation clauses that change the price of the product to the prevailing market price. That protects the supplier and protects us from losing money if the price were to go down. The mechanism works well, but the services must find money to pay for fuel somewhere, and in constrained spending times, it comes via restricted spending in other places. But changing spending patterns can impact a different DLA supply chain, so we have to be aware.

4. Operation Enduring Freedom presented challenges for DESC to supply fuel to warfighters operating in Afghanistan. How has DESC mitigated a lack of local fuel infrastructure and instability in the region?

Afghanistan is a land-locked country, and the only way to get fuel in is by air or over land through Pakistan. In the beginning, the fuel consumption levels the military services experienced and the number of trucks that could actually move into Afghanistan put them continually on the verge of running out. Combine difficult terrain with a lack of good road or rail infrastructure and weather, and a bad situation got even worse.

DESC implemented fuel prime vendors for OEF so suppliers could build storage and use local infrastructure and local people to drive trucks and build up supplies of fuel in the country outside of what we were bringing in through regular means. Today, we have almost twice as much fuel in Afghanistan than we had a year ago – allowing us to get through the winter and tighter times when roads are impassible or insurgencies shut down main supply routes. The secret to DESC's success has been keeping fuel owned by the vendor, allowing them to bring it in via a variety of methods and geographic locations and allowing them to store fuel colocated with our bases.

5. More Defense Department organizations are implementing technologies and practices to support environment preservation and sustainability. Does DESC share this ongoing focus?

We watch this area closely because environmental and conservation initiatives will impact our fuel consumption. I hope I sell less fuel because the better our customers conserve, the less that we have to supply, especially into combat areas. DESC has also increased sales of its green products by 25 percent over the past two years and is a huge proponent of alternative fuels and renewable sources of energy. We work closely with the services to make the infrastructure more fuel efficient.

6. Due to the price of oil and ongoing instability in the marketplace, much discussion today focuses on the United States using alternative energy sources. How do you see DESC's role in expanding the use of alternative energy throughout DOD?

We've established a partnership with the Air Force on synthetic fuel. Right now, the test and pilot programs we've done with the Air Force have created fuel from a coal to a liquid process, and we've procured almost



Alternative Energy

Bulk Fuels

Synthetic Fuels

Bulk Petroleum

DOD

TEN QUESTIONS WITH...

300,000 gallons for the Air Force to test in its jets. There are laws on the books dictating a certain percentage of the Air Force fleet be fueled by a 50/50 synthetic fuel blend beginning in 2010, and DESC is working with industry to figure out where we can do this economically and in an environmentally friendly way.

7. DESC is the DOD executive agent for the bulk petroleum supply chain. How does this designation benefit the center, and has it changed the way the organization does business?

The executive agent designation gives us the ability to bring the other services to the table to discuss important issues. It allows us to lead discussion about future strategies and where we are going in the bulk fuel area now and into the future. With the Air Force synthetic fuel tests, we are able to share results with the Army and Navy; they can then look at the program and either adopt it as is or do their own testing. From a regulatory perspective, we can exercise more muscle — and intend to do so — in areas that will benefit our customers in the future.

8. The new DOD Energy Office was established by the 2009 National Defense Authorization Act. How do you envision DESC's interaction with this entity?

We expect a leadership role. We're trying to find exactly how this new activity will be staffed and what authority it will have. DESC is already executive agent for bulk petroleum, so we could just as easily be executive agent for basic energy, for alternative fuels or for renewable energy. That would probably provide this office, once established, with an execution arm because we're already doing the horizontal integration of the military services and are the acquisition arm for all the services on anything to do with energy.

The Center has increased sales of its green products by 25 percent over the past two years and is a huge proponent of alternative fuels and renewable sources of energy.

9. DESC provides energy anywhere on the planet and in space. What do you see as DESC's most significant challenge into the future?


Our most significant challenge in the future is to stay in line with Department of Energy strategy and policy. If there is a major shift in what is happening from a national perspective, we have to make sure that we are even with or, preferably, ahead of that shift. From a national security perspective, anything we can do to reduce the nation's dependence on foreign supplies and satisfy the demand with domestic supply is a good thing.

10. Do you have anything to say to the DESC and DLA work force?

We are going to focus on five major areas in fiscal 2009, the first of which is customer support — finding ways to improve our support to customers by implementing the Customer Relationship Management program throughout DESC. We will reduce any inputs not providing absolute value to customers and establish concrete, measurable goals and conduct business reviews to get resources applied in the priority areas. Another area is alternative fuels and renewable energy, where we see ourselves as the prominent force in DOD, attacking issues with our service partners and making a difference in the next few years. We also examined every vulnerability and risk associated with our ability to succeed, identifying vulnerabilities ranked in the high area, some that are medium risk and some minimum. We are working together with DESC senior leadership and employees to apply resources and work those down until they all become medium or minimum risk.

I consider it an honor and a privilege to be DESC's director, working with the most professional group of folks in DLA. It is a capstone assignment, and I only see great things in the future for our customers, for DESC and for DLA. ★

Defense Energy Support Center Fuel Efficiency Motor Gasoline Jet Fuel



Shipping containers are arranged into a maze to resemble an urban setting at the Twentynine Palms, Calif., combined arms military operations on urbanized terrain site. Marines will train at the facility to sharpen their urban combat skills and navigate around children's toys, furniture, cars and other obstacles provided by the Defense Reutilization and Marketing Service.

PERFECT PRACTICE

Story by Kathleen Hausknecht and Van Williams
Photos by Van Williams

A different type of war is being waged in the 21st century — battles are fought in urban cities among civilians, and the enemy is not always easily identifiable. Interconnected buildings provide secret hiding places, underground tunnels and dead-end traps that complicate military operations.

America's armed forces are transforming the way they prepare for battle to compensate for the change in combat environments and tactics. Today's warfighters now train in mock cities,

Kathleen Hausknecht and Van Williams work for the Defense Reutilization and Marketing Service Public Affairs Office.



Building for the future, Brian Robertson who oversees the combined arms military operations on urbanized terrain project at Twentynine Palms, Calif., shows where the site is located on a map. When complete, the training facility will be the largest of its kind in the Department of Defense.

known as military operations on urbanized terrain, or MOUTs, that simulate conditions similar to those under which troops will fight.

“Urban warfare is not two-dimensional,” said Brian Robertson who oversees the combined arms MOUT site, or CAMOUT, currently under construction at the Marine Corps Air Ground Combat Center, Twentynine Palms, Calif.

The CAMOUT site allows Marines and their opponents to move from build-

ing to building via spider tunnels dug underground, close-together roof tops or by blasting “mouse holes” in the walls. Once completed, the complex will be the largest urban training site in the Department of Defense.

As the compound’s roads are graded and buildings completed, Robertson will add furniture and other items to bring realism to the city. Planners already intend to secure items to furnish the city’s seven districts — all at no cost — from the Defense Reutilization and Marketing Service.

A truck from DRMS became part of a display at the entrance to the complex’s urban district. The truck lies in shambles under a collapsed bridge due

to an explosion. Old, worn-out barracks furniture from Twentynine Palms will be used to furnish some of the buildings, and one of the next sites scheduled for construction, an industrial district, will be more realistic using DRMS-provided items like earth-moving equipment and steel beams, he said.

Training for Marines headed overseas began in October at the CAMOUT. The entire project is expected to be complete in 2015.

At the Army’s MOUT facility on Fort Irwin, Calif., the reutilization service has helped Soldiers prepare for deployment by outfitting the mock Iraqi village there with much of what makes the site such good practice for the real thing.



“It’s as close as you can get to Baghdad without getting a passport,” said Ken Drylie, public affairs officer at Fort Irwin.

Stores in the village were built according to Iraqi construction standards to make it as realistic as possible, Drylie said, and after the buildings went up, DRMS provided the finishing touches — washers and dryers stacked outside, laundry flapping in the dust, and woven baskets and gold and silver platters hanging in the bazaar.

Two-hundred-fifty Iraqis were hired as actors to roam the streets or work in

the shops, and 300 local citizens, many of them military spouses, were hired to role play and inhabit the village during the day as Soldiers train.

In addition to appliances, the Defense Reutilization and Marketing Office at Barstow, Calif., also sent things like telephone poles, large amounts of wire, and wooden tables and brooms to the compound. The mock electronics shop in the village is filled with old televisions, VCRs and other items from DRMS. Under other circumstances, these items would go through the service’s demanufacturing program and

The military operations on urbanized terrain site offers Soldiers a realistic training opportunity complete with storefronts, markets and a hotel. The Defense Reutilization and Marketing Service helped make the villages more realistic by providing washers and dryers, telephone poles and wire, and other household items.

be destroyed.

Debra Baken, a site leader from Defense Reutilization and Marketing Office Barstow, Calif., said her recent visit to Fort Irwin gave her ideas for other items that might be used to enhance the village’s realism — wood furniture, which often ends up in landfills, could be used throughout the complex. Her office also sent a variety of vehicles, most in running condition, to the site.

“We couldn’t get enough vehicles here fast enough to support what they’re doing,” Baken said while looking at a reutilized vehicle previously used as a pizza delivery car for the Navy. “We’re just part of the link to make [our troops] successful.” ★

To make the military operations on urbanized terrain Iraqi village more realistic for training, Iraqis were hired as actors and subject matter experts. The village is populated with Iraqis, people from the local community and American Soldiers portraying Iraqis.



WINTER WARMTH

Story by Beth Reece

Winter weather is a battlefield condition warfighters can't control, but Florence Robinson and her staff overcome the elements to make snow, ice, wind and rain bearable for service members.

Despite a shrinking industrial base, Robinson's 12-member team at the Defense Supply Center Philadelphia's Clothing and Textiles Directorate manages the production of cold-weather clothing systems worn by members of each military service.

"I often tell others that working with this commodity is not for the fainthearted. There are constant challenges here," she said.

Frequent modifications to cold-weather clothing systems and growing demands from military members tax an already small industry base. Though Robinson said DCSP normally partners with six to eight manufacturers, she is frequently notified that owners are closing their doors.

"It's economy driven, but it's also the plight of this industry. In the last 10 years or more, we've seen so many of our clothing manufacturers go offshore," she

said. "Walk into any clothing store on any given day and you will see 'Made in China' or some other country on the tag."

The Defense Department must buy clothing and textile items made in the United States according to the congressionally mandated Berry Amendment. But even with such a small vendor base, Robinson said, DSCP receives a constant flow of cold-weather clothing.

"In a high month, we had as many as 45,000 new uniforms shipped to us by our contractors. That's a lot. But as quick as they came in, they went right back out the door to customers," she said.

Cold-Weather Systems

Cold-weather clothing was once standardized across the military, but today each service has its own uniform with patterns that reflect the environments in which its members serve.

The Army currently has three cold-weather clothing systems in various stages of fielding. The Generation 1 Extreme Cold Weather Clothing System includes the woodland pattern and desert camouflage pattern and has been worn by members of all the services.

In September 2006, the Army de-



Program Executive Office Soldier

veloped Generation 2, with one pattern that could be worn in any cold weather environment. Generation 2 also matched the patterns of the newly issued Army Combat Uniform. Then in February 2008, the Army began fielding Generation 3, a seven-layer system that gives wearers better comfort control.

"What works for one Soldier isn't necessarily going to work for another. The Gen 3 has less weight, is less bulky, definitely more comfortable and has greater breathability," Robinson said.

The Marine Corps introduced its own cold-weather clothing system around the same time the Army's Generation 2 was released and is currently developing another. DSCP has been fielding service-specific cold-weather gear for the Air Force since 2008 and started with the Navy in January.

Quality Assurance

DSCP quality-assurance specialists hold manufacturers to a high standard. Even before a contract is awarded they request demonstration models to ensure work can be done to each service's unique specifications.

"We have checks and balances that extend all the way through delivery," said Colleen Robinson, DSCP quality assurance specialist.

Laminated parkas and trousers are among the most visible items she manages.

"The cloth needed to make these items is a specialty cloth that has physical characteristics that prevent water from transferring through the outer shell of the item to the under layer," she said.

DSCP also has an in-house lab to test resistance, moisture-vapor transmission rate and cloth color.

"Items have to be pretty much exact to the specifications," Florence Robinson said.

Fluctuating Demand

When the threat of car bombings and improvised explosive devices arose in theater, so did requests for such fire-retardant items as cold-weather undershirts.

"The historical demand prior to November 2006 was about 4,000 a month. Due to this unforecasted demand, in December 2006 our requirement skyrocketed by more than 80 percent," Florence Robinson said.

Fire retardant items are made with Nomex fiber, a material contractors didn't initially stock in high volumes. But DSCP staff worked with

the manufacturer to increase stock and production levels. In fiscal 2007, DCSP fielded about 37,000 Nomex undershirts, followed by about 65,000 in fiscal 2008.

Army Lt. Col. Anthony Ruzicka is an operations officer in DSCP's customer service section. Remembering times when he was cold in the field, he said he appreciates the effort DSCP puts into making cold-weather gear available for warfighters.

"If you've got the right equipment, it makes it much easier to focus on your job while also maintaining a certain level of comfort," he said. ★



Program Executive Office Soldier

I AM DLA



My name is:
Lito F. Ponce

I am:
A police officer at Defense Logistics Agency headquarters,
Fort Belvoir, Va.

Describe your job in a sentence:
I am responsible for protecting DLA personnel from any physical,
biological, chemical and nuclear threats.

How long have you worked for DLA?
More than seven years.

What's your favorite thing about working for DLA?
I enjoy being part of the DLA Police Force and greeting all personnel
every morning, doing my best to make sure their day goes smoothly.

What's your best memory of working here?
In addition to my regular duties, I have helped employees
fix flat tires and kept children from falling from their car
seats. I get great satisfaction from helping others.

How do you make a difference to the warfighter?
Since I am ensuring the safety of the Agency's employees,
they can focus their attention on providing support to the
current and future mission requirements that directly impact
warfighters.

Lito F. Ponce

